Exhibit A - Scope of Work and Deliverables

General Statement of Scope of Work

Conduct all work necessary to develop, assemble and test a proof of concept for a template of consultant scopes of work (SOW). The output will be a system that includes a template with a specific outline and formatting, and incorporates the scope of work for two specific P6 work packages: Road Plans and Wetland Delineation. Other key deliverables will be a Writer's Style Guide that explains the outline, formatting, writing style to be used, a guide describing how to use the library of template consultant scopes of work, and a process manual for updating the templates and maintaining the system.

Background and Goals

Read the attached Consultant Contracting Best Practice Attachment A. This document is not contractual per se. It serves as a characterization memo to help explain what State is trying to achieve with this scope of work. The best practice explains that Minnesota Department of Transportation (MnDOT) staff have complained that it is too time consuming and difficult to write SOWs to hire consultants. Consultants have complained that SOWs for consultant contracts vary greatly across the State in regards to detail and quality, which makes it difficult to bid on scopes of work that seem the same, but also seem to have different criteria or expectations.

State wants to create a formatted document template with a library of SOWs that describe tasks that are typically given to consultants that work for the MnDOT to resolve these complaints. The goal is to make it easy for MnDOT employees to write SOWs for consultant contracts, and insure that those SOWs have a uniform level of detail and quality for the consultant community to better understand and bid on MnDOT contracts.

MnDOT uses Critical Path Method (CPM) scheduling to manage its projects prior to letting. The computer program used is Primavera P6. The template consultant SOWs will follow the organization of the work packages and activities in that scheduling system.

A Two Part Development Process

This Contract is part 1 of a 2 part development process. The two parts are described as follows:

1. Seek approval of the proof of concept.
2. Create library of template consultant scopes and provide training to fully implement the new process for writing consultant scopes at MnDOT.

There are dozens of P6 work packages that are often done by consultants that would need a template SOW written for them. Before State pays to create all of those templates, the State needs to know if the proposed concept for writing SOWs is accepted by MnDOT's employees.

To achieve that acceptance the first Contract will be to create the outline, format, style guide, process manual, and SOWs for only two P6 work packages: Road Plans and Wetland Delineation. This proof of concept will then be tested on actual consultant contracts. State will review the results of this proof of concept and determine if it will proceed to full implementation. If the State does not choose to proceed with full implementation then Selected Responder will turn in all deliverables to this Contract and the process ends. If the State does choose to proceed with full implementation then:

1. This Contract ends with the submission of all deliverables and the final invoice being paid, then
2. A second RFP will be released to hire a consultant team that will create the remaining template scopes of work for the many P6 work packages identified in the P6 schedule created for this endeavor.

Project Schedule

State has created a schedule for the project. The baseline schedule is included as Attachment B. The late finish dates shown in that schedule are the contractual due dates for each activity. The schedule shows the total work

needed for both this Contract and the second Contract that may be required. A summary of the schedule is as follows:

1. July 19, 2017: CSA1060 Advertise this Contract,
2. Aug. 17, 2017: CSA1060 Proposal due,
3. Oct. 6, 2017: CSA1090 Execute this Contract,
4. Jan. 11, 2019: GNG1000 Completion of first Contract. Determine if State proceeds with second Contract.
5. Jul. 19, 2019: CSA2080 Execute second Contract,
6. May 5, 2020: RLO1030 Complete second Contract.

Standards

One purpose of this scope of work is to create a new standard for writing consultant SOWs. The Consultant Contracting Best Practice explains that the template SOWs to be created are to follow the work packages and activities in MnDOT's P6 software. Therefore, the MnDOT standards for P6 are key to this scope of work.

The Best Practice also explains that the model for these templates is the MnDOT Special Provisions Boilerplate. For example, on MnDOT's Special Provisions website http://www.dot.state.mn.us/pre-letting/prov/index.html you can find the Boiler Plate specifications (i.e. the template), a document explaining the Proposal Sequence, and a Specification Writers' Style Guide. It is not intended that the existing MnDOT Special Provisions guidance and methodology be used exactly as written for this Contract. It is expected that the MnDOT Special Provisions guidance and methodology serves as the seed idea to help create a new template for consultant scopes. It is expected that these template scopes may have a new organization, formatting, and style guide.

There are many laws, regulations, standards, and guidelines that apply to the many work packages and activities in a MnDOT P6 schedule. It is the Selected Responder's responsibility to identify all laws, regulations, standards, and guidelines that apply to a particular P6 work package or activity to create the requirements necessary to complete the template consultant scope of work for that P6 work package or activity. The following websites list many but not all laws, regulations, standards and guidelines that will need to be followed:
http://www.dot.state.mn.us/design/tools/index.html
http://www.dot.state.mn.us/planning/hpdp/

Source Type Codes and P6 Activity Codes

The Source Type Code for every task within this Contract will be 6233 Consultant Management. The Source Type Code is used in the consultant contract budget and invoice to subtotal the deliverables together under that source type code.

Every deliverable will list a P6 Activity Code. The P6 Activity code matches the P6 activity in the P6 schedule. Use this code to understand the due dates for that deliverable in the schedule, and how the activity relates to other activities in the schedule. The overall goal is to get the Selected Responder's deliverables and cost estimate for the Contract proposal to match the format and organization of the P6 schedule as much as possible.

The Selected Responder is not required to know how to use Primavera P6 or work within the program itself. The Selected Responder is expected to understand the concept of Critical Path Method scheduling, be able to understand hard copy reports printed by the P6 schedule, update the hardcopy reports using a pencil, and recommending changes to the schedule to reflect changes in the scope or flow of work.

Roles and Responsibilities

The following section is to help explain the titles of key personnel and define their roles and responsibilities. This Project has a State's Project Manager and State's Assistant Project Manager. The Selected Responder will

endeavor to have both individuals in attendance at all progress and decision making meetings. It is key to the success of this Project that both individuals agree and accept the deliverables of this Project.

- State's Project Manager – Jerome Adams
- State's Assistant Project Manager – Peter Harff
- State's Project Management Team – Jerome Adams and Peter Harff
- State's Executive Team – Jerome Adams, Peter Harff, Terry Humbert, Tom Styrbicki, Melissa Brand, and Craig Felber.
- State's Project Management Leadership Group (PMLG) - Michael Kalnbach, Joseph McKinnon, Claudia Dumont, Thomas Lundberg, Jerome Adams, Scott Pedersen, Tony Wagner, Peter Harff, Ryan Barney, Keith Molnau, Terry Humbert, Todd Campbell, and Shiloh Wahl.

Items Provided by State

State will provide the following items. Some items will be provided at notice to proceed. Other items are developed as the project progresses. The Selected Responder is responsible for requesting the needed information when it is available during the project development.

- Example consultant scopes of work used on previous consultant contracts.
- Work Package Dictionary
- Definition of road plans deliverables
- Selected Responder to request any other deliverables required

Format of Deliverables

All deliverables for tasks within this scope of work will be some form of written report or written document. All documents are to be created in Microsoft Word 2010 (docx extension). Additionally, submit documents in Adobe Acrobat (pdf extension) as requested by State. The pdf must be created by using Adobe Acrobat to convert the source file to a pdf whenever possible such that the text is searchable by the computer with the use of scanned pages minimized if not eliminate with the exception of actual signature pages.

Web Based Teleconferencing

The Selected Responder will provide the means for the project team to meet via web based teleconferencing. Such a system will allow participants to log into a website to view the desktop of the meeting organizer. Participants will be able to "take control" of the virtual desktop as needed to point out things on the file being displayed. Voice communication will occur via phone teleconferencing.

Deliverables

1 Project Management (P6 Activity OPM1000 Perform Ongoing Project Management)

Perform all tasks related to project management for the Project, which includes managing scope, schedule, cost, resources, and quality.

1.1 Monthly Coordination and Progress Meetings

Organize and facilitate an hour long monthly meeting with the Project Team, conducted either by web conference or in person, to review the progress of the project. Provide minutes for the meeting. Minutes should state when meeting was held and attendees. Decisions will be documented. Listing Action Items completed from previous meeting and Action Items assigned for next meeting is required. In addition to discussing technical content the monthly meeting will be used to review the monthly progress reports, invoices, progress of deliverables, quality of deliverables, and team effectiveness. Review project P6 Schedule and recommend updates for both activity percent complete and any possible logic changes to the schedule.

Exhibit A - Scope of Work and Deliverables

1.2 Document Management

Store all deliverables of this contract in an organized electronic document management system. Make deliverables available to State's Project Manager as needed whether the file is incomplete, in draft form, or the final deliverable by sending file by email.

1.3 Quality Assurance

Provide a project specific Quality Management Plan (QMP). The QMP must specify how Selected Responder will perform Quality Assurance and Quality Control (QA/QC) activities throughout the duration of the project to ensure delivery of a quality product in a timely manner that conforms to established contract requirements. Specific item covered in the QMP must be;

- List MnDOT Offices or Functional Groups and MnDOT staff that need to assist in the creation and review of a specific template consultant scope topic.
- Process to identify specific laws, regulations, standards, and guidelines that apply to a specific template consultant scope topic.
- Process to have the deliverables reviewed by the MnDOT technical experts, Project Management Team, and MnDOT Management.
- Process for making addressing comments and making updates.

2 Scope of Work Database Structure

Create the outline and format of the proposed template SOWs.

2.1 Create File Outline & Format (OUT1000)

2.1.1 Template System & Draft Process Manual

Create the template system that contains the template SOWs. Explain what computer programs should be used, e.g. Microsoft Word, Microsoft Access, ProjectWise, SharePoint or some other program. The template system is the tools, methods, and processes that will be used to store the templates and allow the templates to be assembled into a final SOW. Create a draft process manual that is no more than 5 pages long and briefly defines the process for adding and updating SOW templates. Overall Document Outline & Format. Create an outline for the entire SOW document. This outline becomes the structure that the template SOWs will fit into. For example, a possible outline would be:

- Introductory items pertaining to entire project and document:
  - General Statement of Scope of Work
  - Goals
  - Project Description
  - Project Schedule
  - Items Provided by State
- Specific deliverables, which are the P6 Work Package Template SOWs:
  - Road Plans
  - Wetland Delineation

Another example is the MnDOT Special Provisions, which have a Proposal Sequence that explains how a construction contract proposal is to be organized.

Create a format for the entire SOW document. Once a particular computer program is approved, then create the specific formatting of the documents in that document. For example, the MnDOT Special Provisions has the Specification Writer's Style Guide that explain what formatting, including the use of headers, normal text, fonts, to use when editing the document.

2.1.2 Draft Writers' Style Guide

Create a draft writer's style guide that is no more than 5 pages long and briefly explains the outline and formatting of the template. The MnDOT Specifications Writer's Style Guide can be used as the seed idea for this activity, but it is not the intent to actually copy that guides content or style. Briefly explain how the style guide will address how to write in Plain Language and what formatting must occur to make the scope of work document meet Accessibility Standards.

2.2 Create Task Outline & Format (OUT1010)

Create the outline for each task or P6 activity within the document that would become the proposed template consultant SOW. Explain the key elements that every task or activity needs to have to make it a consistent and high quality SOW. The format should follow the format chosen for the entire document. For this specific task recommend formatting for each P6 activity that gets a template consultant scope.

2.3 Project Management Team (PMT) Review (OUT1020)

Present the proposed template outline and format to MnDOT Project Management Team. Respond to questions during the PMT review period.

2.4 Revise Scope (OUT1025)

Revise the proposed template outline and format document according to comments received from the PMT review.

2.5 PMLG Review Outline & Format (OUT1030)

Present the proposed template outline and format to the PMLG. Respond to questions during the PMLG review period.

2.6 Consultant Services Review Outline & Format (OUT1040)

Present the proposed template outline and format to the Executive Committee and MnDOT Consultant Services staff, which includes staff from Central Office and all Districts. Respond to questions during the Consultant Services review period.

2.7 Create Final Outline & Format (OUT1050)

Create the final outline and format of the proposed template document.

3 Proof of Concept Scope Development

Create the SOW for Road Plans and Wetland Delineation, obtain buy-in of the proof of concept from MnDOT Staff, test the proof of concept on an actual consultant contract, and obtain final judgement on proof of concept viability.

3.1 Road Plans

Develop the template scope for final road plans.

3.1.1 Assemble Development Team (RPP1000)

Assemble the team of people needed on both the MnDOT and Selected Responder's staffs that are needed to develop this activity. People should include technical experts from MnDOT Offices that are associated with this specific activity. Assembling the team includes having a kick-off meeting to explain this activities and the work that is required to complete it. Note that the time in the schedule is for having this meeting. It is expected that choosing the team members and scheduling the meeting occur in the 30 days prior to the dates shown in the schedule.

3.1.2 Collect Examples (RPP1010)
Collect examples of template scopes that have been used on previous consultant contracts. This includes identifying all standards used to develop this work package at MnDOT.

3.1.3 Create Scope (RPP1020)
Write the scope of work for this work package including all of its P6 activities.

3.1.4 Development Team Review, Revise (RPP1030)
Have the development team review and revise the draft scope of work. This is meant to be a collaborative working effort where both MnDOT and Selected Responder staff work together to edit and update the document in contrast to the typical review process where the Selected Responder hands the draft to MnDOT and waits for comments to come back. Be flexible with this process. It could be one large team meeting or individuals working on sections independently and then sharing with the rest of the team over the network.

3.1.5 PMT Review, Revise (RPP1040)
Have the PMT review and revise the draft scope of work. This is meant to be a collaborative working effort where both MnDOT and Selected Responder's staff work together to edit and update the document in contrast to the typical review process where the Selected Responder hands the draft to MnDOT and waits for comments to come back. Be flexible with this process. It could be one large team meeting or individuals working on sections independently and then sharing with the rest of the team over the network.

3.1.6 PMLG Review, Revise (RPP1050)
Have the PMLG review and revise the draft scope of work. The duration on this task is quite short. It is anticipated that the Selected Responder will email the draft to the PMLG for review and then schedule a meeting during the scheduled timeframe to discuss. Note the meeting likely needs to be scheduled 6 months in advance of the actual meeting date.

3.1.7 Functional Group and Consultant Review, Revise (RPP1060)
Have a cross section of statewide Functional Group leads and Consultants review and revise the draft scope of work. The duration on this task is quite short. It is anticipated that the Selected Responder will email the draft for review and then schedule a meeting during the scheduled timeframe to discuss. Note the meeting likely needs to be scheduled 6 months in advance of the actual meeting date.

3.1.8 Adopt Final Scope (RPP1070)
Have the Executive Team review and revise the draft scope of work. The duration on this task is quite short. It is anticipated that the Selected Responder will email the draft to the Executive Team for review and then schedule a meeting during the scheduled timeframe to discuss. Note the meeting likely needs to be scheduled 6 months in advance of the actual meeting date.

3.2 Wetland Delineation
Develop the template scope for final wetland delineation.

3.2.1 Assemble Development Team (WWP1000)
Assemble the team of people needed on both the MnDOT and Selected Responder's staffs that are needed to develop this activity. People should include technical experts from MnDOT Offices that are associated with this specific activity. Assembling the team includes having a kick-off meeting to explain this activities and the work that is required to complete it. Note that the time in the schedule is for having this meeting. It is expected that choosing the team members and scheduling the meeting occur in the 30 days prior to the dates shown in the schedule.

3.2.2 Collect Examples (WWP1010)

Collect examples of template scopes that have been used on previous consultant contracts. This includes identifying all standards used to develop this work package at MnDOT.

3.2.3 Create Scope (WWP1020)

Write the scope of work for this work package including all of its P6 activities.

3.2.4 Development Team Review, Revise (WWP1030)

Have the development team review and revise the draft scope of work. This is meant to be a collaborative working effort where both MnDOT and Selected Responder staff work together to edit and update the document in contrast to the typical review process where the Selected Responder hands the draft to MnDOT and waits for comments to come back. Be flexible with this process. It could be one large team meeting or individuals working on sections independently and then sharing with the rest of the team over the network.

3.2.5 PMT Review, Revise (WWP1040)

Have the PMT review and revise the draft scope of work. This is meant to be a collaborative working effort where both MnDOT and Selected Responder's staff work together to edit and update the document in contrast to the typical review process where the Selected Responder hands the draft to MnDOT and waits for comments to come back. Be flexible with this process. It could be one large team meeting or individuals working on sections independently and then sharing with the rest of the team over the network.

3.2.6 PMGL Review, Revise (WWP1050)

Have the PMLG review and revise the draft scope of work. The duration on this task is quite short. It is anticipated that the Selected Responder will email the draft to the PMLG for review and then schedule a meeting during the scheduled timeframe to discuss. Note the meeting likely needs to be scheduled 6 months in advance of the actual meeting date.

3.2.7 Functional Group and Consultant Review, Revise (WWP1060)

Have a cross section of statewide Functional Group leads and Consultants review and revise the draft scope of work. The duration on this task is quite short. It is anticipated that the Selected Responder will email the draft for review and then schedule a meeting during the scheduled timeframe to discuss. Note the meeting likely needs to be scheduled 6 months in advance of the actual meeting date.

3.2.8 Adopt Final Scope (WWP1070)

Have the Executive Team review and revise the draft scope of work. The duration on this task is quite short. It is anticipated that the Selected Responder will email the draft to the Executive Team for review and then schedule a meeting during the scheduled timeframe to discuss. Note the meeting likely needs to be scheduled 6 months in advance of the actual meeting date.

3.3 Proof of Concept Buy-In

Obtain statewide MnDOT buy-in of the proof of concept prior to proceeding with the test.

3.3.1 Proof of Concept Draft (PBI1000)

Final assembly of the proof of concept document.

3.4 Test Proof of Concept Scopes

Select an actual State Project that needs to hire a consultant for either Road Design or Wetland Delineation to implement this proof of concept, and then evaluate the effectiveness of the proof of concept.

3.4.1 Identify Projects for Test (TPS1000)

Work with PMLG to identify projects to test the proof of concept upon. Note that this activity can start much sooner than that shown in the schedule to start people thinking about eligible projects and the timing of those projects. It may be quite difficult to actually line up a project with the scheduled timeframe, so some advanced work and flexibility will be required with this activity.

3.4.2 Time for Testing on Projects (TPS1010)

This is the time for procuring, executing, and managing a consultant contract. The duration of this activity is 6 months. The test consultant contract does not actually need to finish for this activity to be complete. The key will be to evaluate the test Project Manager's ease of creating a consultant scope, procuring the consultant, and being able to use the resulting contract to clearly manage the consultant; and to evaluate the test consultant's ease of bidding on the scope of work, and identifying if the work bid matches the actual work requested by State after contract execution.

Expect up to two projects to be selected. Assist test Project Manager with writing the new scope. Assist means that the MnDOT employee should write the scope, and the Selected Responder coaches and advises how to create the scope. Note that it is likely the scope will have many other tasks not included in the proof of concept. Selected Responder is to help assist with how to create a test scope of work that has both old and new scope in it.

3.5 Determine if Proceed with Development

3.5.1 Review use on Test Projects and Decide Go No Go (GNG1000)

Schedule a meeting with the PMLG and Executive Committee to assess the results of the test. This is the concluding task of this Contract. Regardless, of outcome, Selected Responder is to turn in all deliverables and final invoice at the conclusion of this task.

3.5.2 Prepare Materials for Statewide Presentations on Concept

If the determination is to proceed with the SOW template library, prepare presentation materials (Powerpoint) for PMT to present the concept at statewide functional group meetings and with other audiences.

3.6 Create Final Manuals

3.6.1 Prepare Final Process Manual (PFM1000)

If the determination is to proceed with the SOW template library, prepare a detailed process manual that defines the process for adding and updating SOW templates. Provide step by step instructions on how to use the computer programs to add and update SOW templates.

3.6.2 Prepare Final Writer's Style Guide (PFM1010)

Create the final writer's style guide. The guide should explain outline and formatting of the template. It should go into specific detail on how to use the formatting functions of the program chosen to maintain a consistent document format. It should explain how to make and update indexes. It should explain what writing style is to be used, such as Active Voice. The MnDOT Specifications Writer's Style Guide can be used as the seed idea for this activity, but it is not the intent to actually copy that guides content or style. The style guide must specifically address how to write in Plain Language and what formatting must occur to make the scope of work document meet Accessibility Standards.

3.6.3 PMT Final Manuals Review, Revise (PFM1020)

Have the PMT review and revise the final manuals. This is meant to be a collaborative working effort where both MnDOT and Selected Responder staff work together to edit and update the document in

contrast to the typical review process where the Selected Responder hands the draft to MnDOT and waits for comments to come back. Be flexible with this process. It could be one large team meeting or individuals working on sections independently and then sharing with the rest of the team over the network.

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